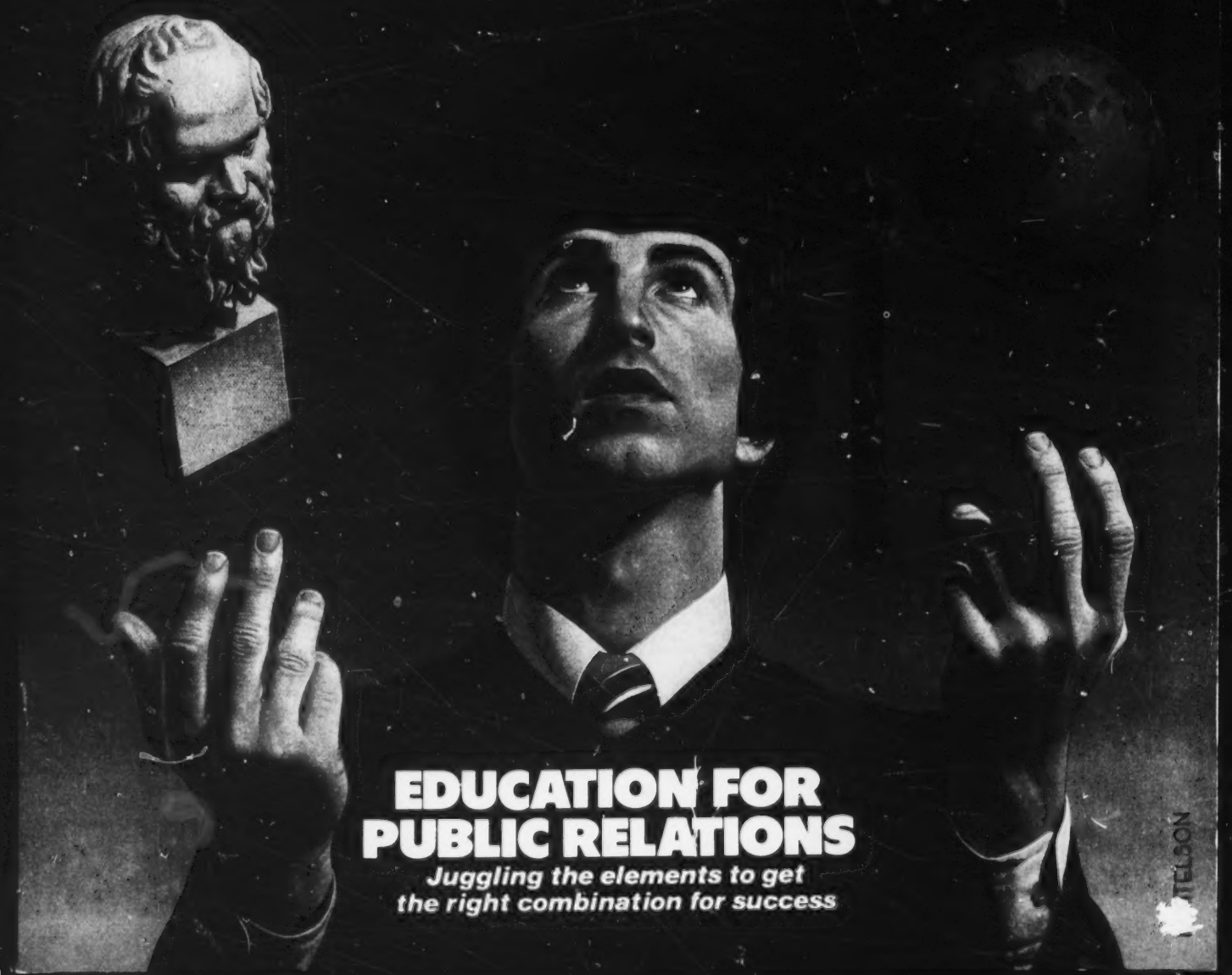
March 1984

Public/Private Partnerships

PUBLIC RELATIONS JOURNAL

A8770-4/16/84

u02513 A42152 2
JEANNE LONG
SRI ACQUISITIONS EDITOR
CONGRESSIONAL INFORMATION SERVICE
7101 WISCONSIN AVENUE
WASHINGTON DC 20014



EDUCATION FOR PUBLIC RELATIONS

Juggling the elements to get the right combination for success

TELSON

March 1984 Vol. 40 No. 3

PUBLIC RELATIONS JOURNAL

The Public Relations Society of America (PRSA) is an individual-membership professional society of 11,800 public relations practitioners. Its major services to members include programs of Professional Development and Accreditation, an Information Center, publications, tracking of issues of national concern, and promotion of ethical practice through adherence to PRSA's "Code of Professional Standards." PRSA's mission is, "To serve the public need for understanding and cooperation among its diverse interests by fostering high professional and ethical standards for all those practicing public relations."

Officers of the Public Relations Society of America: **Barbara W. Hunter**, APR, president; **David Ferguson**, APR, president-elect; **Jerry Dalton**, APR, secretary; **Anthony M. Franco**, APR, treasurer; **Elizabeth Ann Kovacs**, CAE, executive vice president.

PRSA Public Relations Society of America

EDITOR
Leo J. Northart

MANAGING EDITOR
Peg Dardenne

ASSISTANT EDITOR
Jo Curran

GRAPHICS DIRECTOR
Susan Yip

TYPOGRAPHER
Alan J. Farb

SUBSCRIPTIONS
Jane Mollyneaux
212-826-1750

ADVERTISING SALES
Harry R. Jeter, Director
845 Third Avenue
New York, NY 10022
212-826-1766

Ray Ruffio, New England Representative
RJR/East
23 Edith Lane
Wilton, CT 06897
203-762-1132

Annette Moore, Classified
212-826-1750

ABC

The **Public Relations Journal** (ISSN 0033-3670) is published monthly, except semi-monthly in September, by the Public Relations Society of America, 845 Third Ave., New York, NY 10022. The second issue in September is the **Directory** issue. Of the amount of dues paid by members of the Society, $14.00 is for a year's subscription to the **Journal**. Non-member domestic subscription rates: $28.00 a year; $51.00 for two years; $74.00 for three years. Foreign rates: $45.00 a year; $70.00 for two years; $95.00 for three years (all foreign rates include $15.00, which is correspondent's fee charged by U.S. banks to process foreign checks). Single copies $3.00 each. Second-class postage paid at New York, NY. **Postmaster:** Send address changes to the **Public Relations Journal**, 845 Third Ave., New York, NY 10022.

Copyright 1984 by the **Public Relations Society of America.**

Editorial offices: 845 Third Ave., New York, NY 10022, (212) 826-1757.

Features

The Responsibility to Educate *By C.E. Spitzer, APR* 12
Why an educated society should be a top priority for public relations

Public Relations Education *By D.A. Newsom, Ph.D., APR* 15
An analysis of the issues that help and hinder the discipline

Order in the House *By James A. Files* 17
A systems approach to a common curriculum would root out diversity

The Rutgers Alternative *By Lenore Greenberg, APR* 20
A non-accredited sequence that casts its lot with the liberal arts

Blueprint for Graduate Study *By M.B. Hesse, Ph.D., APR* 22
The emphasis is on basic management, decision making, communication

A Case for Strategic Thinking *By E.J. Menninger, APR* 25
Today's students must be taught to think strategically to survive

Profile of New Professionals *By F.H. Teahan, Ph.D., APR* 26
Survey reveals salaries, location, experiences of recent graduates

The Megachip Age *By Barbara W. Hunter, APR* 30
Summary of University of Florida's high-technology symposium

Cover: *Painting by Marvin Mattelson*

Also In This Issue

Editor's Notebook/*Challenge to corporate First Amendment rights* 2
Public Relations At Large/*Ethical standards/Don Bates, APR* 4
Washington Focus/*Rating the Presidents/Wes Pedersen, APR* 6
Audiovisual/*Learning from the screen/Dick Hubert* 8
Public Relations Law/*Management and libel/Frank Walsh, APR* 10
Professional Reader/*Reaching broadcast media/Chester Burger, APR* 11
Members Newly Accredited of PRSA 34
People 40
Professional Services 37
Classified Advertising 38

NEW PROFESSIONALS: A PROFILE

A survey of recent graduates reveals first-job experiences, entry-level salaries, areas of placement, and valuable career advice for students

Frederick (Chris) Teahan

WHAT is life like in the "real world" for recent college graduates? To find out, the Public Relations Society of America surveyed 200 former Public Relations Student Society of America (PRSSA) members who graduated in 1983. The questionnaire, mailed in January of this year, asked for information on their first-job experiences in public relations—if, indeed, they were lucky enough to enter the field they had prepared for in school; how, when and where they got these jobs; entry-level salaries; and extent of their in-school practical experience in the field. In addition, the new professionals were asked to identify the techniques and skills for which they felt academically ill-prepared.

Ninety-three questionnaires were returned, a response rate of 46.5 percent. Of these, 84 were usable. Eighty-one percent of usable returns were from women. This figure reflects PRSSA national membership statistics for 1983, which showed that 77 percent were female.

Most of the women respondents, 76 percent, succeeded in entering public relations upon graduation; 24 percent, 12 months after earning their degrees, have not yet made it.

Usable responses from men totaled 16, or 19 percent. Thirteen men reported that their first postgraduate jobs were in public relations. Three are still working in nonrelated areas.

The big question

The question most frequently asked by PRSSA members in their senior year is, naturally, "What can I expect as a beginning salary?" One might surmise from the preponderance of successful women in public relations that their entry-level salaries would be higher than, or at least equal to, those of men. However, although the highest salary reported in the survey ($22,800) was earned by a woman with a bachelor's degree, average earnings for women with B.A.s was $13,800—$1,438 less than the average of $15,238 paid to men with B.A.s.

According to a similar survey conducted by PRSA in 1980, average salaries were $11,999 for women and $13,717 for men, a difference of $1,718. So while the earnings gap has narrowed slightly, men still have the edge. [*See "1980 Graduates: Where Did They Go? What Did They Earn?" February 1982, page 12.*]

The disparity between entry-level salaries for men and women with B.A.s is even more tellingly illustrated by the fact that the *lowest* compensation reported by a female, who was with a West Coast counseling firm, was $6,000, while that for a male, employed by an association in the Pacific Northwest, was $9,360.

On the other hand, the three women respondents with master's degrees, all in communication, were paid an average of $18,900. The single male respondent with an M.A. earned $18,300.

Those respondents to the nationwide survey who were working in public relations represented 26 states and the District of Columbia. Table I indicates average entry-level salaries by state of men and women with bachelor's degrees. Women found their first jobs in 23 states, but none reported employment in Louisiana, Massachusetts or Minnesota. Men respondents were employed in only nine states. The state paying the highest average salary to women was Pennsylvania ($18,962); men earned the most, on average, in Ohio ($17,466). The three women with M.A.s worked in as many different states, the highest earner, with $22,000, in Texas. The one male M.A. was employed in Virginia.

Geographical best bets

Table II, average beginning salaries by PRSA district, shows that the highest average salary for women practi-

Dr. Teahan, APR, is vice president, education, Public Relations Society of America, and has been executive director of PRSSA since its establishment in 1967.

Table I: Average Beginning Salaries By State

Based on 52 women and 13 men who entered public relations. Parenthetical figures indicate number of respondents.

	Women with B.A.*	Men with B.A.		Women with B.A.*	Men with B.A.
AZ	$ 12,000 (1)	—	MO	$ 12,000 (1)	—
CA	14,450 (6)	$ 13,260 (1)	NE	11,370 (1)	—
DC	15,250 (2)	—	NH	12,000 (1)	—
FL	13,100 (5)	—	NY**	15,633 (3)	—
GA	12,341 (1)	9,600 (1)	OH	14,167 (3)	$ 17,466 (3)
HI	16,500 (1)	—	PA	18,982 (2)	—
IA	14,700 (1)	—	SC	8,500 (1)	15,200 (1)
IL	13,667 (3)	—	TN	9,570 (1)	—
IN	13,750 (1)	—	TX	15,400 (3)	—
KS	13,500 (1)	—	WA	13,604 (3)	11,180 (2)
LA	—	12,000 (1)	WVA	15,500 (1)	—
MA	—	20,000 (1)	WI	10,500 (1)	—
MD	15,500 (1)	—			
MI	15,300 (2)	22,000 (1)			
MN	—	16,000 (1)			

	Women with M.A.	Men with M.A.
CA	$ 20,800 (1)	—
TX	22,000 (1)	—
VA	13,900 (1)	$ 18,300 (1)

** Two salaries, the highest and the lowest, were not averaged; one respondent did not give salary.*
*** All New York City.*

Table II: Average Beginning Salaries By PRSA District

Based on 52 women and 13 men who entered public relations. Parenthetical figures indicate number of respondents.

	Women with B.A.*	Men with B.A.		Women with B.A.*	Men with B.A.
East Central	$ 15,590 (9)	$ 18,600 (4)	Southeast	$ 11,720 (9)	$ 12,400 (2)
Mid-Atlantic	15,333 (3)	—	South Pacific	14,940 (6)	13,260 (1)
Midwest	12,796 (7)	16,000 (1)	Southwest	14,925 (4)	12,000 (1)
Northeast	12,000 (1)	20,000 (1)	Tri-State**	15,633 (3)	—
North Pacific	13,203 (4)	11,180 (2)			

	Women with M.A.	Men with M.A.
Mid-Atlantic	$ 13,900 (1)	$ 18,300 (1)
South Pacific	20,800 (1)	—
Southwest	22,000 (1)	—

** Two salaries, the highest and the lowest, were not averaged; one respondent did not give salary.*
*** All New York City.*

> ***"A startling 72 percent of the men and 60 percent of the women, including graduate-degree holders, confessed ignorance about budgeting."***

tioners with a B.A. was in the Tri-State District (specifically, New York City); no men reported jobs in this location. The highest-paying district for men—and the only area in which averaging was possible—was the East Central, with three respondents in Ohio and one in Michigan. Although this was the second-highest-paying district for women, average salary of the four men was $3,000 more than that of the nine women. The lowest-paying geographical area for men with a bachelor's degree was the Southwest District; for women, it was the Southeast. The Southwest District was the most rewarding for female holders of an M.A.

Table III lists average entry-level salaries by public relations sectors. Although the largest number of newly graduated women with a B.A. was hired by corporations, and the largest number of men by counseling firms, the most rewarding field for both sexes, where salary averaging was possible, was hospital public relations. Counseling firms offered the lowest average entry-level salary to both women ($12,950) and men ($13,667).

The highest average salary at the M.A. level, $21,400, was earned by women in corporate public relations. The male respondent with a graduate degree received $18,300 in educational-institution public relations.

Internships: the big payoff

In previous nationwide surveys of PRSSA graduates, conducted in 1972 and 1980, one of the questions was, What was the source of your first full-time public relations job? The most frequent answers were "a personal mail campaign" and "my teacher."

The current survey posed the same question. While teachers and self-reliance (including "knocking on doors") continued to be cited in 1984, 40 percent of the women and 30 percent of the men reported that sponsors of their in-school internships snapped them up at graduation. The ultimate value of internships was first noted in 1980, when 22 percent of the respondents attributed their first full-time public relations employment to previous part-time sponsors. Twelve years ago, such a response was rare.

Another question asked in the '72 and '80 studies was repeated in the '84 survey: Now that you have entered the profession, what public relations techniques/skills did your schooling least prepare you for? A list of possibilities was provided for respondents

Table III: Average Beginning Salaries By Public Relations Sector

Based on 52 women and 13 men who entered public relations. Parenthetical figures indicate number of respondents.

	Women with B.A.	Men with B.A.
Corporate	$ 14,726 (17)	$ 14,800 (2)
Counseling	12,950 (9)	13,667 (3)
Not for Profit	13,010 (5)	14,600 (2)
Association	14,100 (4)	22,000 (1)
Government	13,613 (4)	18,000 (1)
Hospital	15,904 (5)	16,830 (2)
Education	$ 11,370 (1)	$ 18,300 (1)
Entertainment	6,000 (1)	—
Public Relations Trade Journal	16,500 (1)	—
Real Estate	16,200 (1)	—
Not Stated	— (1)	—

	Women with M.A.	Men with M.A.
Corporate	$ 21,400 (2)	—
Education	—	18,300 (1)
Government	13,900 (1)	

> ***"The most frequent counsel offered by respondents working in public relations was to have as many internships as possible."***

to check: telecommunications, the printing process, general business practices, photography, graphics, and, of course, other. Two new areas, program budgeting/billing techniques and computer technology, were added in '84. A startling 72 percent of the men and 60 percent of the women, including graduate-degree holders, confessed ignorance about budgeting. A not-so-surprising 45 percent of the men and 43 percent of the women were floored by computers. Photography, business practices, and writing, the *bêtes noires* of the 1972 neophyte, were virtually unmentioned.

Despite the continuing gap between men's and women's entry-level salaries, their experiences during the transition from student to professional are much alike:

- The average age at which they landed their first public relations jobs was 23.
- Seventy-five percent of respondents got their first professional work in their home states, and 10 percent did so in contiguous states. Only 15 percent relocated.
- The majority reported a wait of one to two months between graduation and their first professional jobs.
- Nearly 85 percent had public relations internships while in school.
- Most of those with a bachelor's degree said they intended to pursue graduate study.

The not so lucky

Sixteen women respondents with B.A.s in communication/public relations said they had not found jobs in their chosen field after searching for five months or longer. Graduated from 16 different colleges and universities, five of these women said they were working for advertising agencies, and four said they were in "sales." The remaining seven were biding their time as waitresses, temporary help, insurance agents or a "documentalist." Their average salary was approximately $10,500, or $3,300 less than their more fortunate classmates. One respondent, however, a sales representative with a consumer products firm, earned $18,500 at entry level and, eight months later, $20,000 (her salary was not averaged in with the above).

Three male B.A.s were unsuccessful in the public relations job market. One, settling for a position in the electronics industry, won a salary of $19,300—topping the average public relations male newcomer's paycheck by $5,583. The remaining two took jobs, after a four-month wait, in advertising ($12,000) and "entertainment" ($9,000).

Despite the fact that disappointment is discernible in their responses, a chin-up attitude can also be detected. As one respondent advised: "Keep in touch with those in the public relations field. Meanwhile, don't be afraid to take a job that increases work experience."

The most frequent counsel offered by respondents working in public relations was to have as many, and as diverse, internships as possible, paid or unpaid, during undergraduate years. One remarked, "Without an internship, you're at an unbelievable disadvantage in the job market," a statement that is borne out by data reported in this article. Another respondent, equally aware of the hazards of entering the "real world," offered this regarding internships: "If a . . . student has the advantage of being involved in public relations during his or her college career, the world outside college is a little less scary!"

Another common admonition: Get involved! "PRSSA creates a common ground for students and close to 12,000 PRSA members. But it takes more than a membership certificate to impress professionals. You need to get involved in chapter, district and national activities."

Finally, reflecting the unquenchable optimism of recent graduates, is the advice of a woman fully aware of the competition she faced: "*Don't* make the dollar amount a top priority in landing your first job. Look for the opportunity to grow and learn. Money will come eventually."

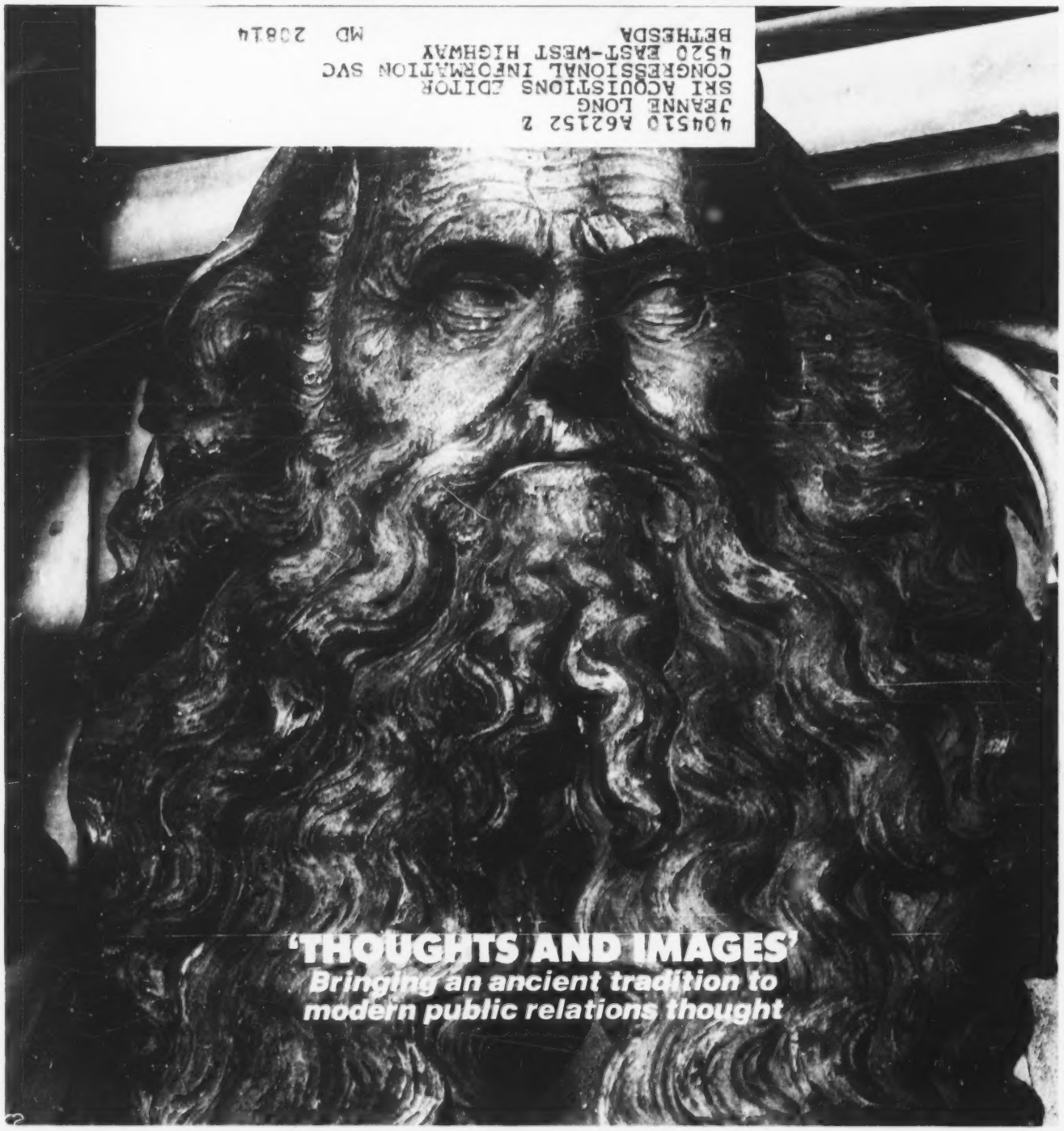
Postscript

On the whole, responses to the questionnaire were articulate, precise, informative and generous in advice. About 8 percent of returns, however, had to be scrapped. Despite a cover letter explaining why the sex of the *anonymous* respondent had to be identified for statistical purposes, "N/A" was frequently entered in the space provided next to "M" and "F." The same was true concerning entry-level salary and age. Suspicion that questionnaires were coded? Coyness? How dare you ask? Amusingly—if that's the way one cares to look at it—most of these correspondents, whose anonymity was guaranteed, requested that the results of the survey be mailed to their unprovided home addresses. Clues to the reasons for these curious reactions are invited by the stymied author. ■

May 1984 Not-for-Profit Public Relations

PUBLIC RELATIONS JOURNAL

404510 A62152 2
JEANNE LONG
SRI ACQUISTIONS EDITOR
CONGRESSIONAL INFORMATION SVC
4520 EAST-WEST HIGHWAY
BETHESDA MD 20814



'THOUGHTS AND IMAGES'

Bringing an ancient tradition to modern public relations thought

May 1984 Vol. 40 No. 5

PUBLIC RELATIONS JOURNAL

The Public Relations Society of America (PRSA) is an individual-membership professional society of 11,800 public relations practitioners. Its major services to members include programs of Professional Development and Accreditation, an Information Center, publications, tracking of issues of national concern, and promotion of ethical practice through adherence to PRSA's "Code of Professional Standards." PRSA's mission is, "To serve the public need for understanding and cooperation among its diverse interests by fostering high professional and ethical standards for all those practicing public relations."

Officers of the Public Relations Society of America: **Barbara W. Hunter**, APR, president; **David Ferguson**, APR, president-elect; **Jerry Dalton**, APR, secretary; **Anthony M. Franco**, APR, treasurer; **Elizabeth Ann Kovacs**, CAE, executive vice president.

PRSA Public Relations Society of America

EDITOR
Leo J. Northart

MANAGING EDITOR
Peg Dardenne

ASSISTANT EDITOR
Jo Curran

GRAPHICS DIRECTOR
Susan Yip

TYPOGRAPHER
Alan J. Farb

SUBSCRIPTIONS
Jane Mollyneaux
212-826-1750

ADVERTISING SALES
Zoe Dictrow, Director
845 Third Avenue
New York, NY 10022
212-826-1766

Ray Ruffio, New England Representative
RJR/East
23 Edith Lane
Wilton, CT 06897
203-762-1132

Annette Moore, Classified
212-826-1750

ABC

The **Public Relations Journal** (ISSN 0033-3670) is published monthly, except semi-monthly in September, by the Public Relations Society of America, 845 Third Ave., New York, NY 10022. The second issue in September is the **Directory** issue. Of the amount of dues paid by members of the Society, $14.00 is for a year's subscription to the **Journal**. Non-member domestic subscription rates: $28.00 a year; $51.00 for two years; $74.00 for three years. Foreign rates: $45.00 a year; $70.00 for two years; $95.00 for three years (all foreign rates include $15.00, which is correspondent's fee charged by U.S. banks to process foreign checks). Single copies $3.00 each. Second-class postage paid at New York, NY. **Postmaster:** Send address changes to the **Public Relations Journal**, 845 Third Ave., New York, NY 10022.

Copyright 1984 by the **Public Relations Society of America.**

Editorial offices: 845 Third Ave., New York, NY 10022. (212) 826-1757.

Features

Thoughts and Images *By David Finn* 12
Combinations that stimulate creative thinking among practitioners

Private-Sector Involvement *By Elizabeth B. Murfee* 16
Presidential Assistant James Coyne discusses public relations' role

Outplacement Catches On *By Andrew S. Edson, APR* 18
Why it has become standard business practice for most corporations

A New Spirit of Partnership *By Brad Rodney* 20
Not-for-profits and corporations are learning from each other

Not-for-Profit Compensation 23
New survey reveals data on executive salaries, budgets and staffs

Public Service Councils *By David Anderson* 27
Volunteers are helping not-for-profits go it alone in public relations

Cover: *Detail from "Well of Moses" by sculptor Claus Sluter, from "Thoughts and Images" portfolio, copyright 1983 by Ruder Finn & Rotman, Inc. (page 12).*

Also In This Issue

Letters 2
Editor's Notebook/*Walt Seifert, APR* 4
Washington Focus/*Alexander Haig/Wes Pedersen, APR* 6
Applied Research/*Mail surveys/James A. Files* 8
Public Relations at Large/*Critical juncture/Don Bates, APR* 10
Audiovisual/*Low-cost air time/Dick Hubert* 30
Public Relations Law/*Sensitive information/Frank Walsh, APR* 32
Opinion/*Rebutting AT&T/Howard C. Crane* 34
Professional Reader/*Good news on bad news/Anthony M. Franco, APR* 36
People 37
Profile/*"Typical" practitioner/Jean Brodey, Ph.D., APR, Frank Long, APR* 40
Professional Services 38
Classified Advertising 39

BEST AVAILABLE COPY

NOT-FOR-PROFIT COMPENSATION

Towers, Perrin survey reveals significant data on salaries, budgets, staffing and benefits for 23 executive positions in 178 NFP organizations

BASE salaries for not-for-profit executives—including the top public relations position—increased an average of 7.9 percent in 1983, and plans call for an additional 7.1 percent adjustment this year.

These and other bench-mark data on organization, position compensation, and compensation and benefits practices are revealed in Towers, Perrin, Forster & Crosby's (TPFC) second annual "Management Compensation Report for Not-for-Profit Organizations." Other important findings:

- 91 percent of responding organizations use executive salary ranges;
- only 18 percent provide selected executives with deferred-compensation arrangements, and the majority of those are trade associations;
- most prevalent supplemental benefits and perquisites are life insurance, professional club and association memberships, and parking.

TPFC, an international firm specializing in total compensation and human-resource consulting services, mailed 504 questionnaires to trade and professional associations, educational organizations, health and welfare organizations, and "others" located in the District of Columbia, Maryland and Virginia—the principal locale for not-for-profit organizations. A total of 178 usable returns (33 percent) were received, representing 1,446 employees in 23 surveyed positions. The typical respondent is a trade association headquartered in the District, with an annual operating budget between $2.1 million and $5 million, and between 21 and 50 employees.

Organizations were asked to indicate their budgets from six categories, ranging from less than $1 million to more than $20.1 million. The respondent profile shows that among trade associations (82 respondents), 23 have budgets between $1.1 million and $2 million, and a like number spend between $2.1 million and $5 million. Among professional associations (35 respondents), the largest group (11 respondents) has budgets between $5.1 million and $10 million, eight respondents checked $1.1 million to $2 million and the same number indicated $2.1 million to $5 million. Nine of the 26 educational organizations responding have budgets between $2.1 million and $5 million, followed by seven with $1.1 to $2

The complete survey report is available from Towers, Perrin, Forster & Crosby, Inc., 2101 L Street, N.W., Ste. 400, Washington, DC 20037.

"The typical survey respondent is a trade association headquartered in the District of Columbia. It has an annual operating budget of between $2.1 million and $5 million, and employs between 21 and 50 people."

million. Health and welfare's five respondents are evenly divided, with one respondent reporting for each of the budget ranges, except for the $1.1 million to $2 million range. Thirty "other" organizations also responded to the survey.

Almost half (40) of the reporting trade associations have 20 or fewer employees, while 23 have 21 to 50 workers. Fourteen of the professional associations have 20 or fewer employees, nine have 21 to 50. Ten of the educational organizations have staffs of 21 to 50, seven have 20 or fewer. The health and welfare organizations, again, are evenly divided among the range of employees, with one respondent in each of three groups, none in the 21 to 50 group, and two in the top group of 201 or more employees.

Compensation practices

The majority (91 percent) of all respondents assign executive positions to salary ranges, and most determine ranges based on market conditions. Respondents are about evenly divided on the use of formal job evaluations for executive positions, and most review salary ranges annually.

Further, deferred compensation is not prevalent among respondents, and among the 18 percent that do defer, the majority give executives a choice of how to invest the deferred payments.

Among 171 top executive officers from the responding organizations, the mean base salary is $90,400. For 85 top communication positions, the figure is $48,500; for 46 top public relations positions, $47,400; for 83 top editorial positions, $35,000; and for 35 top information-services positions, $30,700. "Mean" represents the weighted arithmetic average of all figures used in the computation [*see table*].

Twenty-one executive positions were surveyed in both 1982 and 1983, and a comparison, limited to the 63 respondents that participated in both surveys, shows that the highest mean percent increase (41.1) in base salary was for the top political action committee position. The greatest mean percent decrease (4.3) was for the top editorial position. Care should be used in applying these figures, however, since changes in the positions' incumbents would have an impact on the results.

In a further comparison of data from 1982 and 1983, mean salaries for top executive officers increased 7 percent; top communication executives, 11.2 percent; top public relations officers, 5.4 percent; and top information services executives, 16.9 percent.

Positions analyzed

Of the 46 top public relations positions surveyed, 20 are from trade associations, eight from professional associations, eight from educational organizations, one from health and welfare, and nine from "other."

Thirteen have been in position less than one year, and an equal number from one to three years. Eight have three to five years in the job, five have five to 10 years, and seven have 10 to 15 years.

The top public relations executives enjoy supplemental retirement (28 percent), life insurance (33 percent), medical coverage (22 percent), and supplemental disability insurance (24 percent).

Twenty-two percent receive luncheon-club memberships; 24 percent, physical examinations; 13 percent, spouse travel to annual meetings; 50 percent, parking; 37 percent, tuition assistance; and 65 percent, professional club and association memberships.

Of the 85 top communication positions represented by the respondents, 44 are from trade associations, nine

SUMMARY OF BASE SALARIES

(23 Positions Surveyed)

Top Position In:	Number Reporting	Lowest ($000)	Median ($000)	Mean ($000)	Highest ($000)
Chief Executive	171	25.5	79.6	90.4	270.0
Administration	117	17.4	45.4	46.8	121.0
Financial	100	13.8	36.2	39.5	99.0
Communication	85	15.0	45.4	48.5	114.5
Marketing	42	16.5	43.1	42.4	82.0
Government Relations	90	23.5	49.9	53.7	140.5
Public Relations	46	21.5	44.2	47.4	92.0
Editorial	83	10.0	32.8	35.0	80.0
Information Services	35	16.1	27.1	30.7	73.0
Political Action Committee	13	19.0	33.9	40.0	74.0
Public Policy/Regulatory	26	25.0	48.8	51.7	89.0
Conventions and Meetings	98	14.0	29.4	33.8	93.0
Education	47	24.0	43.1	46.0	97.0
Membership Development	61	13.0	31.7	35.0	82.9
Program	35	25.0	49.9	50.0	97.0
Technical/Research	66	16.0	47.6	52.4	240.5

COMPARISON: 1982 and 1983 MEAN BASE SALARIES

(21 Positions Surveyed)

	1982		1983		
Top Position In:	Number Reporting	Mean Salary ($000)	Number Reporting	Mean Salary ($000)	Percent Change
		(A)		(B)	
Chief Executive	62	98.1	62	105.0	+ 7.01
Administration	47	54.0	50	53.1	- 1.71
Financial	39	44.1	39	49.0	+11.24
Communication	44	50.4	33	56.0	+11.18
Government Relations	40	60.1	38	60.8	+ 1.33
Political Action Committee	7	34.0	6	48.0	+41.05
Public Policy/Regulatory	13	53.3	13	51.8	- 2.93
Public Relations	27	42.9	30	45.2	+ 5.44
Editorial	36	38.4	37	36.7	- 4.27
Information Services	18	29.5	17	34.5	+16.86

Aggregate percent change for 21 positions: 8.10

Summary percent change for 21 positions: $\frac{\text{Column A}}{\text{Column B}} = 7.29$

ANALYSIS OF TOP PUBLIC RELATIONS POSITION

	Number Reporting	Actual Salary Data ($000) Low	Median	Mean	High
Organization Type					
Trade Associations	20	21.5	48.3	53.0	92.0
Professional Associations	8	25.0	44.8	43.3	71.9
Educational Organizations	8	24.0	39.2	37.5	48.8
Health and Welfare Organizations	1	*	*	*	*
Other	9	26.0	38.9	47.1	80.4
Organization Budget					
Less than $1 million	2	*	*	*	*
$ 1.1 million-$ 2 million	4	21.5	44.0	44.6	68.7
$ 2.1 million-$ 5 million	12	24.0	39.9	44.8	86.0
$ 5.1 million-$10 million	12	25.0	43.1	48.8	92.0
$10.1 million-$20 million	5	26.0	40.0	43.9	71.9
$20.1 million or more	11	33.8	49.6	53.1	84.5
Total Employees					
20 or fewer	4	32.0	48.5	49.4	68.7
21- 50	9	21.5	37.9	45.0	86.0
51-100	12	24.0	36.2	44.9	92.0
100-200	9	26.0	42.5	46.4	71.9
201 or more	12	33.8	49.6	52.0	84.5
Time in Position					
Less than 1 year	13	24.0	33.8	34.8	47.0
1.1- 3 years	13	21.5	42.5	43.0	71.9
3.1- 5 years	8	31.7	44.1	50.4	86.0
5.1-10 years	5	46.8	49.6	53.8	68.7
10.1-15 years	7	46.6	73.1	71.2	92.0
15.1 years or more	0	*	*	*	*

*Not shown because fewer than four reported.

from professional associations, 13 from educational organizations, and two from health and welfare; 17 are from "others."

Thirty top communication executives have been in position one to three years, 19 less than one year, and 15 from three to five years. Nine have five to 10 years in position, eight have 10 to 15 years, and four have 15 or more years.

Benefits and perquisites communicators enjoy include retirement (26 percent), life insurance (33 percent), medical coverage (28 percent), and supplemental disability insurance (25 percent). Other benefits received by 20 percent or more of communicators surveyed include luncheon-club memberships (25 percent), physical examinations (25 percent), spouse travel to annual meetings (24 percent), parking (47 percent), entertainment budget (24 percent), tuition assistance (33 percent), and professional club and association memberships (65 percent). Only one communicator has an employment contract.

The public relations function is described as directing advertising, publicity and media relations, and speech writing. The position does not have responsibility for any publications. The communication position includes directing publications and public relations, and establishing policies and practices to develop and maintain the desired image of the organization. The position sometimes has responsibility for membership relations. ■

A8770-1

PUBLIC RELATIONS

SAKAE OHASHI

One of Japan's top public relations practitioners comments on his profession

407510 A62152 Z
JEANNE LONG
3RI ACQUISITIONS EDITOR
CONGRESSIONAL INFORMATION SVC
4520 EAST-WEST HIGHWAY
BETHESDA MD 20814

August 1984 Vol. 40 No. 8

PUBLIC RELATIONS JOURNAL

The Public Relations Society of America (PRSA) is an individual-membership professional society of 11,800 public relations practitioners. Its major services to members include programs of Professional Development and Accreditation, an Information Center, publications, tracking of issues of national concern, and promotion of ethical practice through adherence to PRSA's "Code of Professional Standards." PRSA's mission is, "To serve the public need for understanding and cooperation among its diverse interests by fostering high professional and ethical standards for all those practicing public relations."

Officers of the Public Relations Society of America: **Barbara W. Hunter**, APR, president; **David Ferguson**, APR, president-elect; **Jerry Dalton**, APR, secretary; **Anthony M. Franco**, APR, treasurer; **Elizabeth Ann Kovacs**, CAE, executive vice president.

PRSA Public Relations Society of America

EDITOR
Leo J. Northart

MANAGING EDITOR
Peg Dardenne

ASSISTANT EDITOR
Jo Curran

GRAPHICS DIRECTOR
Susan Yip

TYPOGRAPHER
Alan J. Farb

SUBSCRIPTIONS
Jane Mollyneaux
212-826-1750

ADVERTISING SALES
Zoe Dictrow, Director
845 Third Avenue
New York, NY 10022
212-826-1766

Ray Ruffio, New England Representative
RJR/East
23 Edith Lane
Wilton, CT 06897
203-762-1132

Annette Moore, Classified
212-826-1750

ABC

The **Public Relations Journal** (ISSN 0033-3670) is published monthly, except semi-monthly in September, by the Public Relations Society of America, 845 Third Ave., New York, NY 10022. The second issue in September is the **Directory** issue. Of the amount of dues paid by members of the Society, $14.90 is for a year's subscription to the **Journal**. Non-member domestic subscription rates: $28.00 a year; $51.00 for two years; $74.00 for three years. Foreign rates: $45.00 a year; $70.00 for two years; $95.00 for three years (all foreign rates include $15.00, which is correspondent's fee charged by U.S. banks to process foreign checks). Single copies $3.00 each. Second-class postage paid at New York, NY. **Postmaster:** Send address changes to the **Public Relations Journal**, 845 Third Ave., New York, NY 10022.

Copyright 1984 by the **Public Relations Society of America.**

Editorial offices: 845 Third Ave., New York, NY 10022, (212) 826-1757.

Features

The Double-Bind Message *By Paula Marantz Cohen, Ph.D.* 12
Creative synthesis of conflicting messages can lick no-win situations

Public Relations in Japan 14
An interview with the president of one of Japan's largest counseling firms

International Consumerism *By William J. Corbett, APR* 18
It poses threats and opportunities; cooperation is the best response

Representing Foreign Governments *By A. Lobsenz, APR* 21
The job demands considerable knowledge of a broad range of subjects

International Media Contacts *By Alan Caruba* 23
Directories and other sources for pinpointing media outlets abroad

High-Tech Public Relations *By B. Schwartz and D. Lewis* 25
How practitioners around the world counsel this fast-paced industry

Three Strategic Questions *By Ronald N. Levy* 28
The answers will help corporate information officers fight takeover bids

Cover: *Portrait of Sakae Ohashi, president of Kyodo Public Relations, Tokyo, Japan [see page 14], by Richard Kluga.*

Also In This Issue

Letters 2
Not-For-Profit/*Newspeople as volunteers/Stephen Delfin* 6
Washington Focus/*Survey of DC executives/Wes Pedersen, APR* 8
Environment/Energy/*Mixed reviews/Bruce Harrison, APR* 10
Public Relations at Large/*ORC survey results* 29
Consumerism/*Nader mystique/Harland W. Warner, APR* 31
Professional Reader/*Community relations/F. Wylie, APR, J. Curran* 33
PRSA Members Newly Accredited 34
People 36
Professional Writer/*Noun modifiers/Hugh Wells* 40
Professional Services 37
Classified Advertising 38

Survey by ORC reveals practitioners' views on major issues

The opinions of public relations executives correlate well with those of executives in major and mid-sized companies and with Washington, DC thought leaders regarding appraisal of corporate performance in key issues areas.

According to survey results just released by Opinion Research Corporation (ORC), Princeton, New Jersey, there is a high level of agreement among the four groups on the rank order of issues for which the business community's performance is rated "excellent" or "good" compared with municipal, state or Federal government or not-for-profit organizations. In fact, although rating percentages vary somewhat across the four groups, the extent of agreement on rank order is statistically significant well beyond the .001 level, according to Harry W. O'Neill, ORC president [*see table on next page*].

ORC asked 189 members of the Public Relations Society of America, 556 executives in major companies, 502 executives in mid-sized companies, and 103 Washington thought leaders to rate the business community's perceived performance on such issues as protecting the health and safety of employees, working to effect fair international trade policies, and preserving world peace.

As the table shows, more than half of the public relations respondents perceive business as doing an "excellent" or "good" job on the first three issues listed. More than half of major company respondents feel the same way about the first five issues and the seventh, and better than half of mid-sized company respondents give business top marks on the first four issues. Business performance is less highly regarded by the Washington thought leaders.

Public relations executives also are critical of business performance. In nine issues areas thought by many to be vital to national welfare—including hazardous waste disposal, providing adequate water supply, retraining workers, preserving world peace, and preventing the flow of illegal drugs into the United States—less than 25 percent of public relations respondents give business top marks.

Who's responsible?

The ORC questionnaire gave respondents the opportunity to register "no opinion" and "business has no responsibility." The latter category uncovered some interesting opinions.

For example, eight percent of public relations executives, 7 percent of major company respondents, 10 percent of mid-sized company executives, and 5 percent of thought leaders believe business has no responsibility for improving the quality of public education in the United States.

Other issues areas in which business has no responsibility according to a significant number of public relations respondents: supporting the rebuilding of roads, bridges and tunnels (20 percent); doing something to preserve world peace (19 percent); helping third-world countries to improve their standards of living (22 percent); using their [business'] influence to prevent the flow of illegal drugs into the United States (32 percent); and standing up for human rights in other countries (34 percent).

Similar "no responsibility" reactions are registered in approximately the same percentages by the other groups on roughly the same issues. A notable exception is the thought leaders' response to helping third-world countries improve their standards of living. Only 9 percent of the Washington group feel business has no responsibility in this area.

Commenting on the responses from public relations executives, Thomas W. Campbell, APR, vice president, public affairs, Cooper Industries, Inc., observed: "It is distressing that a large percentage of our members either have no opinion or think that business has no responsibility for supporting a number of key issues that are the objects of intense efforts by certain business groups."

According to Mr. Campbell, to say that companies are powerless or that they have no responsibility with respect to

ABOUT ORC

Opinion Research Corporation, a subsidiary of Arthur D. Little, Inc., is a pioneer and leader in the survey research field. The firm's assignments range from simple fact gathering to attitudinal and behavioral surveys involving the collection and interpretation of sensitive subject matter from hard-to-interview populations.

An important aspect of ORC's research is the team approach, in which a number of researchers with different specialties contribute to the planning, execution and interpretation of the research.

In addition to custom research for private- and public-sector clients, ORC conducts shared-cost research, such as its Caravan Surveys (a continuing series of nationwide omnibus studies), and multisponsor research, which includes the Public Opinion Index and the ORC Marketing Index.

The firm, founded in 1938, is headquartered in Princeton, New Jersey and has offices in Chicago, New York, San Francisco and Washington, DC.

such issues as rebuilding America's infrastructure, or helping to preserve world peace, or helping third-world countries is to abdicate one's responsibility as a human being and as a member of the world community.

"The survey results indicate," Mr. Campbell explained, "that public relations practitioners are lagging behind their top managements in awareness of those key issues and in appreciation of the role that business can play in curing social ills and satisfying human needs world-wide. I'm not suggesting that public relations practitioners be bleeding hearts, but they should at least be abreast of their chief executive officers in awareness and call attention to the human condition where awareness is lacking.

"It's still a bottom-line situation," Mr. Campbell continued. "A company can't operate successfully in countries torn by strife born out of starvation and oppressive policies. Companies can make a difference. Witness the successes of the Sullivan organization, a group of about 150 volunteer companies with operations in South Africa, which is making notable progress in employment and educational opportunities for non-whites in that country." [*See also, "Shareholder Resolutions," April 1983, page 40.*]

Mr. Campbell, chairman, PRSA's national Issues Identification Committee, arranged with ORC for the research firm to include, on a *pro bono* basis, 300 to 500 public relations practitioners in its semi-annual survey of opinions on key issues. Mr. Campbell's committee compiled a list of issues and PRSA's national Research Committee, chaired by Dorothy Gregg, Ph.D., APR, executive vice president, Research & Forecasts, Inc., arranged for selection of a representative panel of PRSA members.

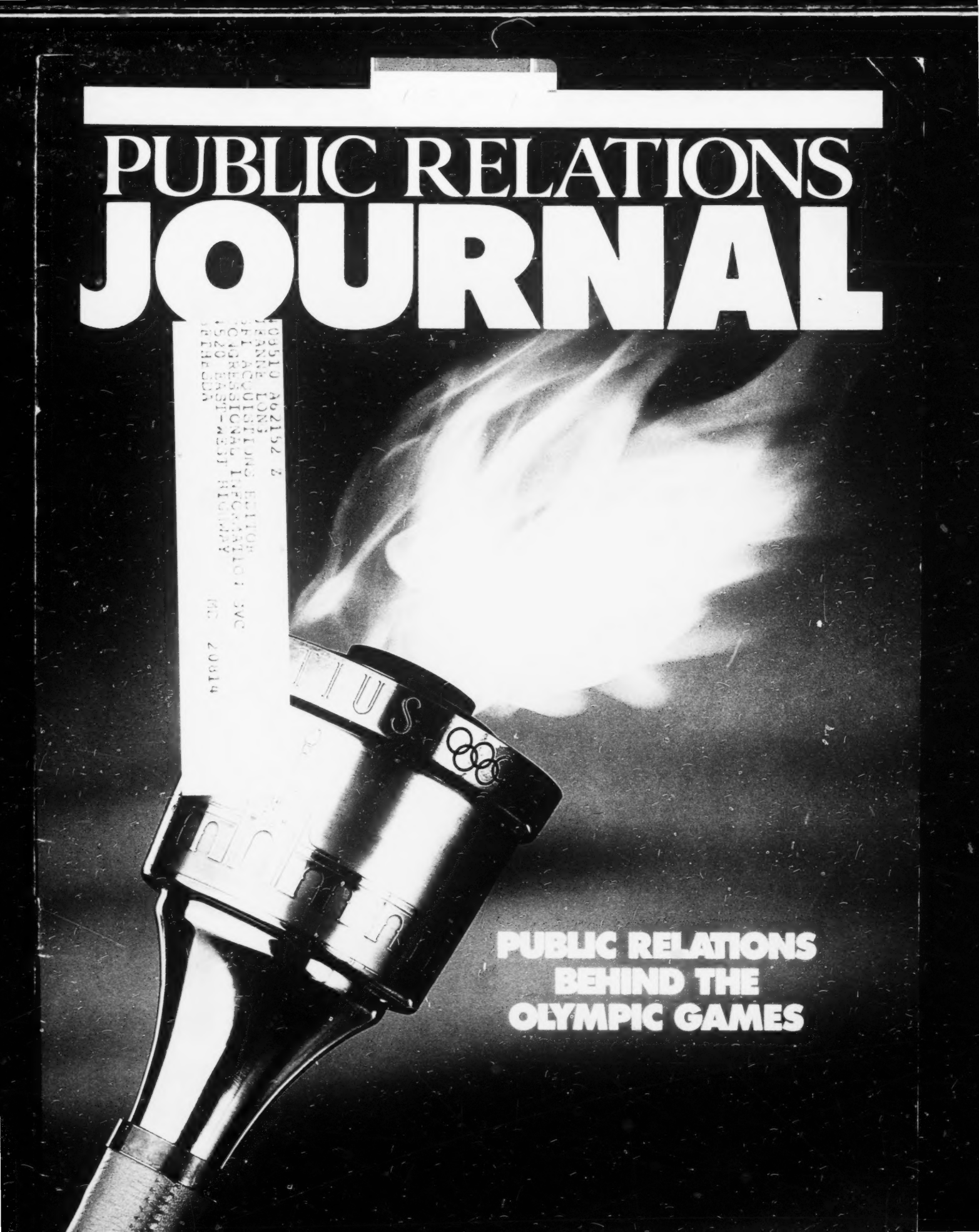
APPRAISAL OF CORPORATE PERFORMANCE

Rating of the kind of job the business community is perceived as doing on the key issues compared with others that may be responsible—such as municipal, state, or Federal government, or not-for-profit organizations.

	Percent Rating Business "Excellent" or "Good" (Ranking)			
Issues	**Public Relations Executives** (189)	**Executives in Major Companies** (556)	**Executives in Mid-Sized Companies** (502)	**Washington Thought Leaders** (103)
Protecting the health and safety of employees	74 (1)	84 (1)	78 (1)	42 (1)
Supporting not-for-profit organizations	65 (2)	65 (3)	57 (3)	42 (2)
Managing the assets of pension funds in a responsible manner	61 (3)	81 (2)	62 (2)	40 (3)
Controlling costs to hold down inflation	40 (4)	60 (5)	56 (4)	29 (5)
Paying a fair share to have cleaner air and water	39 (5)	63 (4)	39 (7)	20 (8)
Developing adequate energy supplies for the future	37 (6)	43 (8)	37 (8)	32 (4)
Providing equal pay for equal work	36 (7)	58 (6)	49 (5)	20 (9)
Taking steps to ensure the future competitiveness of U.S. business in world markets	34 (8)	46 (7)	45 (6)	28 (6)
Working to effect fair international trade policies	27 (9)	38 (10)	36 (9)	27 (7)
Doing something to hold down the cost of health care	26 (10)	36 (11)	26 (11)	12 (15)
Improving the quality of public education in the United States	26 (11)	25 (13)	27 (10)	12 (14)
Paying a fair share to clean up hazardous industrial waste dumps	24 (12)	40 (9)	22 (15)	17 (11)
Paying a fair share to have an adequate supply of water for the future	24 (13)	35 (12)	23 (12)	17 (10)
Preventing the flow of proprietary technology from the United States to foreign countries	18 (14)	23 (14)	22 (14)	14 (12)
Retraining workers whose skills are obsolete	14 (15)	18 (17)	23 (13)	10 (17)
Supporting the rebuilding of roads, bridges, and tunnels in the United States	12 (16)	12 (18)	19 (17)	11 (16)
Doing something to preserve world peace	12 (17)	18 (16)	20 (16)	9 (18)
Helping third-world countries to improve their standards of living	11 (18)	20 (15)	19 (18)	12 (13)
Using their influence to prevent the flow of illegal drugs into the United States	3 (19)	4 (20)	7 (20)	4 (19)
Standing up for human rights in other countries	1 (20)	9 (19)	9 (19)	4 (20)

PUBLIC RELATIONS JOURNAL

03510 A62152 2
JEANNE LONG
PRL ACQUISITIONS EDITOR
CONGRESSIONAL INFORMATION SVC
4520 EAST-WEST HIGHWAY
BETHESDA MD 20814



PUBLIC RELATIONS BEHIND THE OLYMPIC GAMES

September 1984 Vol. 40 No.9

PUBLIC RELATIONS JOURNAL

The Public Relations Society of America (PRSA) is an individual-membership professional society of 11,800 public relations practitioners. Its major services to members include programs of Professional Development and Accreditation, an Information Center, publications, tracking of issues of national concern, and promotion of ethical practice through adherence to PRSA's "Code of Professional Standards." PRSA's mission is, "To serve the public need for understanding and cooperation among its diverse interests by fostering high professional and ethical standards for all those practicing public relations."

Officers of the Public Relations Society of America: **Barbara W. Hunter**, APR, president; **David Ferguson**, APR, president-elect; **Jerry Dalton**, APR, secretary; **Anthony M. Franco**, APR, treasurer; **Elizabeth Ann Kovacs**, CAE, executive vice president.

PRSA Public Relations Society of America

EDITOR
Leo J. Northart

ASSISTANT EDITOR
Jo Curran

GRAPHICS DIRECTOR
Susan Yip

TYPOGRAPHER
Alan J. Farb

SUBSCRIPTIONS
Jane Mollyneaux
212-826-1750

ADVERTISING SALES
Zoe Dictrow, Director
845 Third Avenue
New York, NY 10022
212-826-1766

Ray Ruffio, New England Representative
RJR/East
23 Edith Lane
Wilton, CT 06897
203-762-1132

Annette Moore, Classified
212-826-1750

ABC

The **Public Relations Journal** (ISSN 0033-3670) is published monthly, except semi-monthly in September, the Public Relations Society of America, 845 Third Ave., New York, NY 10022. The second issue in September is the **Directory** issue. Of the amount of dues paid by members of the Society, $14.00 is for a year's subscription to the **Journal**. Non-member domestic subscription rates: $28.00 a year; $51.00 for two years; $74.00 for three years. Foreign rates: $45.00 a year; $70.00 for two years; $95.00 for three years (all foreign rates include $15.00, which is correspondent's fee charged by U.S. banks to process foreign checks). Single copies $3.00 each. Second-class postage paid at New York, NY. **Postmaster:** Send address changes to the **Public Relations Journal**, 845 Third Ave., New York, NY 10022.

Copyright 1984 by the **Public Relations Society of America.**

Editorial offices: 845 Third Ave., New York, NY 10022, (212) 826-1757.

Features

Public Relations at the Olympics *By John A. Fransen* 14
The untold story of the struggle against bad press, politics and apathy

Carrying the Torch *By Charles L. Mitchell, Jr.* 16
How the AT&T-sponsored Torch Relay scored a public relations coup

Formula for a 'Quiet' Sponsorship *By Richard Mullen* 18
Pacific Bell proved a low-key public relations effort can be successful

Videoconferencing *By Alvin M. Hattal* and *Daniel P. Hattal* 21
Practitioners are getting excellent results with low dollar outlays

Off-Air Videotaping *By Judy Anderson* 26
If you are doing it, you are probably violating someone's copyright

Multi-Image Marketing 28
Why the real estate industry has turned to multi-image slide shows

Guidelines for Good Graphics *By Mallory Factor* 30
Ways to make creative graphics an important part of your programs

Reality: Go for It! *By Robert Mack* 31
The documentary sound/slide show provides it—and adds credibility

Using Radio? Try Sound *By Billie R. Moorman* 32
How a tape recorder and some ingenuity can increase your placements

Cover photo: *The Olympic Torch, courtesy the Los Angeles Olympic Organizing Committee*

Art credit: *Richard Kluga, page 31*

Also In This Issue

Editor's Notebook/*Audiovisual opportunities* 2
Letters 5
Consumerism/*Complaint study/Harland W. Warner, APR* 6
Public Relations Film/*CINE showcase/Robert M. Finehout* 8
Washington Focus/*Candidates as clients/Wes Pedersen, APR* 10
Professional Reader/*IR strategies/L.J. Lovejoy, APR; C.J. Dover* 12
Photography/*Stimulating examples/William Rivelli* and *Amy Binder* 34
Public Relations Law/*SEC registration/Frank Walsh, APR* 37
People 38
Audiovisual/*New facility/Dick Hubert* 44
Professional Services 40
Classified Advertising 41

Make your meeting a great meeting with a great SPEAKER!

John Naisbitt
Author
Megatrends

Art Buchwald
Great
Humorist

Alvin Toffler
Author, *Future Shock*
The Third Wave

Marshall Loeb
Managing Editor
Money Magazine

Spencer Johnson
Author, *The One*
Minute Manager

Lester Thurow
Economist

We'd like to become your resource for speakers. We exclusively manage more than 100 top name personalities and authorities for every conceivable program: From headliners, management experts, economists to motivators, business leaders, popular authors and entertainers.

Call Daniel Stern at (609) 921-6141.

THE LEIGH BUREAU

49-51 State Road • Princeton, NJ 08540 (609) 921-6141
9720 Wilshire Boulevard, Suite 804 • Beverly Hills, CA 90212 (213) 278-7890
77 W. Washington St. • Chicago, IL 60602 (312) 236-3541

HEY THERE!

Can you be *certain* of placing your clients' news on *three* national radio networks?

Are you sure when you send out a news release that anyone's going to carry it?

Think positively! Place your news releases **with Washington Broadcast News**... the answer to the PR professional's prayer—*guaranteed placement!*

Call Dick Conn, Burke Walsh or Dick Doty, APR and get the full WBN story!

202/393-6363

WBN WASHINGTON BROADCAST NEWS

1101 Pennsylvania Ave., N.W.
Suite 503
Washington, D.C. 20004

Consumerism

Complaint study endorses consumer-affairs function in business

The Council of Better Business Bureaus' (BBB) annual statistical summary of "Inquiries and Complaints" is a real endorsement for the consumer-affairs function in business.

The tabulations identify the top complaint categories and the top complaint settlement categories. The top settlement categories correlate closely with those industries that have consumer-affairs professionals or are tied into industry-organized, third-party complaint resolution systems.

Top Complaint Categories	*Percent of All Complaints*
Mail order companies	20.94
Franchised auto dealers	6.40
Home furnishing stores	2.56
Magazines ordered by mail	2.49
Misc. home maintenance companies	2.47
Auto repair shops	2.23
Department stores	2.02
Misc. automotive service companies	1.85
Insurance companies	1.58
Dry cleaning/laundry companies	1.57
Television servicing companies	1.53
Home remodeling contractors	1.48
Appliance service companies	1.18
Apparel accessory companies	1.16
Roofing contractors	1.09

BBB is correct in its statement that volume alone is often not an adequate basis for evaluating the significance of complaints within an industry.

BBB's "Settlement Index" measures business's efforts to resolve these consumer problems when they arise.

Highest Settlement Rates	*Percent of Complaints*
Banks	87.7
Department stores	87.0
Credit card companies	86.1
Franchise auto dealers	85.6
Telephone companies	83.4
Direct selling (encyclopedias)	83.3
Chain food stores	82.6
Savings and Loans	82.5
Insurance	80.4
Drug stores	80.2
Consumer finance and loan	79.6
Doctors	79.6
Hospitals/clinics	79.3
Freezer food plan companies	78.5

Lowest Settlement Rates	*Percent of Complaints*
Waterproofing companies	59.2
Plumbing contractors	58.0
Advertising and soliciting organ.	57.9
Gardening/nursery products	57.0
Misc. home maintenance companies	56.2
Reupholstery shops	56.1
Tax preparation companies	56.0
Carpet and upholstery cleaning	55.8
Roofing contractors	55.7
Heating and central air conditioning	55.2
Floor covering stores	54.4
Paving contractors	53.1
Business opportunity companies	44.4
Work-at-home offers	41.6
Employment services	41.6

Complaint Categories	*Percent of All Complaints*
Unsatisfactory service	19.9
Delivery-delay/damage	19.2
Unsatisfactory repair	13.7
Product quality/performance	13.6
Credit/billing	11.6
Failure to provide refunds	6.4
Guarantee/warranty	5.3
Selling practices	4.6
Advertising practices	4.2
Discontinued business	1.5

Complaint handling benefits include: market advantage, product improvement, decreases service costs.

The consumer-affairs function needs high corporate priority, including CEO recognition and involvement.

Many innovative consumer complaint-resolution techniques are being used by industry leaders. Model programs that deserve attention: Whirlpool's Cool Line and telephone feedback; Maytag Service Evaluation card program; Ford's Consumer Appeals Board; Chesebrough-Pond's personalized response process; Corning's consumer service settlement-on-the-spot program.

Also, a number of third-party complaint resolution systems have been formed, including: Autocap (automobiles); FICAP (furniture); MACAP (major appliances); HOW (Home Owners Warranty).

For those public relations professionals counseling small business, consumer complaint handling and service should get as much attention as they do from bigger clients with more sophisticated consumer awareness.

Harland W. Warner, APR
Bill Rolle & Associates, Inc.

Create Your Own Slides . . . Express Yourself and Save

Why pay for your business presentation slides? Consider the benefits of having a system that a non-technical person can learn and run easily . . . that gives you slides for under $1 each.
That system is **GraphStation™**.

In the time it takes you now to rough-out a presentation, you can actually see the finished graphs and bullet charts on the screen — and have the slides ready less than half an hour later. **GraphStation™** lets you turn creativity directly into slides, quickly and easily.

And, there's no comparision with personal computer graphics. **GraphStation™** has a 237% edge over the leading personal computer in the smoothness of the picture: no grainy, jagged letters or lines here.

At under $7000, **GraphStation™** saves you time and money. Call us collect or write for the **GraphStation™** story.

Signature Information Systems Corporation GraphStation

8175 Hetz Drive • Suite 300 • Cincinnati OH 45242 (513) 751-1162 • 513-831-8008

CONSIDER YOUR OPTIONS:

#1
Travel 30 days to 20 cities and personally deliver 1 message 20 times to 20 audiences.

#2
Stay at home and personally deliver 1 message 1 time to 20 audiences.

Business Television makes option #2 your #1 choice!

CINCINNATI·UPLINK

Call your Videoconferencing experts:
513·961·3931